

Concordia University  
Faculty of Commerce and Administration  
Faculty Council  
Friday, October 25, 1996  
Minutes

Present: M. Anvari (Chair)  
G. D. Anderson (CASA), T. Balazic (CASA), V. V. Baba (Mana.), C. Bayne (DS&MIS), A. Brodt (Fina.), M. Buyukkurt (DS&MIS), G. Côté (Reg.), A. Del Bianco (CASA), T. Geha (CASA), Z. Gidengil (Mktg.), J. Hall (Mana.), A. Hochstein (Fina.), S. Hoffman (Lib.), A. B. Ibrahim (Mana.), A. Jalilvand (Fina.), G. Johns (Mana.), G. Kanaan (Acco.), T. Lituchy (Mana.), R. A. Long (Acco.), R. Martin (Reg.), L. McGown (Mktg.), J. McIntosh (Econ.), G. Martin (Comp.Sci.), D. Morin (Assoc.Dean), R. J. Oppenheimer (Mana.), F. Rashkovan (Mana.), P. Regimbald (Reg.), J. A. Rosenblatt (Mktg.), M. Sharma (DS&MIS), I. Sinclair (CGSA), M. Thakor (Mktg.), T. J. Tomberlin (DS&MIS), K. Tsolakos (CASA), N. Urbain (CASA), C. Vallejo (Mod.Lang.), P. Varson (Fina.), L-P Vezina (CASA), J. Woodrow (Comp.Ser.)

Absent with  
regret: R. Molz, N. Rego

## I Call to Order

Meeting Called to Order

## II. Closed Meeting

**III Open Meeting****IV Approval of Agenda - CAFC-96-06A**

IT WAS MOVED BY J. HALL AND SECONDED BY D.MORIN THAT THE AGENDA, CAFC-96-06A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

**V Approval of the Minutes - CAFC-96-05M**

IT WAS MOVED BY G. KANAAN AND SECONDED BY M. SHARMA THAT THE MINUTES, CAFC-96-05M, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

**VI Chair's Remarks and Question Period (15 minutes maximum)**

The Chair welcomed Professors Buyukkurt and Baba to Faculty Council. He reported that the AACSB Peer Evaluation Team would arrive on Saturday, October 26. Meetings with the EMBA students and the AACSB Coordinating Team are scheduled for Saturday. Meetings with various groups in the Faculty and University begin Monday, October 28 at 7:30 a.m. and continue until mid-day Wednesday, October 30. The Chair anticipates a successful visit and expects to receive feedback from the team prior to their departure.

With regard to the University budget, the Chair reported that, according to documentation tabled at the last meeting of the Senate Committee on Planning and Priorities, the expected University budget cut for 1997-98 is approximately \$15.6M. The documentation is available from the Dean, the Associate Dean, Administrative Affairs and the secretary of SCAPP.

The Chair reported that Dr. Lightstone's document, *Following a Course Forward* had been widely distributed in the Faculty. It was discussed at the Faculty Planning and Budget Committee and faculty members have been asked to provide feedback. A response to the document is expected from the Faculty. This topic will be considered by the Faculty Council Steering Committee for the agenda of the next Faculty Council meeting.

In conclusion the Chair announced that the Faculty Council Steering Committee had decided to cancel the Faculty Council meeting scheduled Friday, November 1. The next meeting of Council will take place on Friday, December 6.

IT WAS MOVED BY P. VARSON AND SECONDED BY L. MCGOWN THAT FUTURE FACULTY COUNCIL MEETINGS BEGIN AT 09:30.

It was agreed that the extra half hour for communicating with staff on Friday morning would be convenient. It was pointed out the 09:00 start time was initiated because Council traditionally has had difficulty maintaining a quorum towards the noon hour which postpones discussion or resolution of important items of business. In addition, the early start provided the Dean and Senate members the time needed to travel to the Loyola Senate meeting which follows most Council meetings.

THE MOTION CARRIED (17 in favour, 9 opposed, 0 abstentions recorded)

There were no questions for the Chair.

**VII Faculty Council Elections**

Elections were not required.

**VIII Business Arising from previous meeting**

There was no business arising from the previous meeting.

**IX Report: Undergraduate Programs, Academic and Student Affairs**

With regard to curriculum, D. Morin reported that the revisions to the majors and minors were approved by Senate. Revisions to the B. Admin. will now be considered.

With regard to retention, D. Morin reported that students and faculty have been invited to three sessions of "Coffee and muffins with the Associate Dean". She noted that twelve professors and approximately 60 - 70 students participated in the first session. She encouraged faculty members to join the next sessions and review the mentor list for students experiencing academic difficulty.

With regard to recruitment, D. Morin reported active recruitment in the French CEGEPs and invited faculty members to participate in the English CEGEP recruitment. A schedule of English CEGEP visits planned for November was distributed to all, CAFC-96M-02. In conclusion, she asked all faculty member to advise her office of their personal contacts within the CEGEP system.

The recruitment efforts of the Office of the Registrar were outlined: twenty-five days are dedicated to attending approximately 50 sessions of College Fairs which incorporates an estimated 750 - 1000 high schools across Canada; 5 College Fairs for seniors have been attended this year in the U.S. And in the spring a return visit is made for the juniors - exposure is estimated to be 50,000 students.

X

#### Report: Graduate Programs, Research and Program Evaluation

T. J. Tomberlin distributed the document entitled "Draft Intellectual Property Policy", CAFC-06A-03, to Council members. He highlighted the intent of the document noting that it was more relevant to the Engineering Faculty with the exception of a few items such as the distinction between books and computer software. He asked Council members to read the document and to send him their feedback in time to allow him to respond on behalf of the Faculty by November 6.

With regard to research, T. J. Tomberlin reminded faculty members that the notices for the internal grant competition and the CASA seed grants had been sent out in the summer. The deadline for application is November 11th. Additional copies of the notices are available in his office.

With regard to appraisals, he reported that the DIA/DSA appraisal is expected to be completed by the end of the fall semester.

In response to a question about the AMBA enrolment figures which were to be available for this Council meeting, T. J. Tomberlin reported that 14 students are now registered with two more students expected as soon as their visas have been issued. The projected loss with an enrolment of 14 given a break-even of 20 registrants was questioned. One member of Council, noting that the program had been a financial concern for some time, indicated that the low enrolment would generate a concrete decision as to the future of the AMBA. It was noted that the enrolment increased from 10 to 16, a 60% increase.

The Chair agreed that in keeping with the recommendations of Dr. Lightstone's document, the financial status of the program requires evaluation and subsequent decision-making. He noted that some positive changes are taking place which may improve the financial position of the program. He reported that the 5-year lease for the program facilities which terminates in June would not be renewed for both pedagogical and financial reasons. In addition, he reported that Civil Aviation of China have agreed to send students to audit the program which would also generate revenues.

X I

#### Report: External Affairs and Executive Programs

J. A. Rosenblatt reported that the first edition of the Faculty newsletter, *Commerce Today*, has been issued. Copies were distributed to Council members. The 75,000 distribution includes all faculty and staff, an insert in approximately 40,000 copies of *The Montreal Gazette* of Tuesday, October 29 and *The Globe and Mail*, 16,000 alumni across Canada and the United States. The newsletter will be issued three or four times a year to keep in touch with our alumni and to inform the business community.

J. A. Rosenblatt encouraged faculty and students to attend the Awards of Distinction luncheon, Friday, November 15 and announced that three speakers have now confirmed their attendance at the Contemporary Business Issues class scheduled on Friday, November 22, 2:00 - 5:00 p.m. at the Loyola Concert Hall: Jim Cherry, President, CAE; Ned Goodman, President and CEO of the Dynamic Fund of Canada and Hazel Mah, President and CEO of (Le Piment Rouge) Mah Family Group Inc. Five hundred students are enrolled in the course, consequently additional attendance will be by invitation only.

In conclusion, J. A. Rosenblatt announced that the annual Faculty of Commerce and Administration Women and Work Symposium will take place in late spring and an expanded version of "Faire le grand saut" will be scheduled in the summer.

In response to congratulations extended for the successful newsletter, J. A. Rosenblatt commended his colleagues: H. Simpkins, A. Lavack, B. Hawker, C. Chevrier, M. Davis and P. Greenbaum for their efforts in bringing the first issue together.

**XII Report: Administrative Affairs and Human Resources**

A. B. Ibrahim reported that the University deficit as of May 1996 was \$38M and the projected University share of the 1997-98 cut is approximately \$17M. The Faculty's share of the cut has not yet been established.

**XIII Reports from Faculty Representatives on University Committees**

1. **University Senate**  
A. Jalilvand reported that the three major items discussed were Dr. Lightstone's document, Following a Course Forward, the University budget reporting system and the University indicators which are used to consider the cost/revenue ratio of units.
2. **Arts and Science Faculty Council** - There was no report.
3. **Senate Academic Planning and Priorities**  
A. B. Ibrahim endorsed the proposed new format for University budget reporting which would provide details regarding planning and priorities.
4. **Senate Academic Programs Committee** - There was no report.
5. **Senate Research Committee**  
T. J. Tomberlin reported that the principal item discussed was the draft intellectual property policy.
6. **Senate Academic Services Committee** - There was nothing to report.
7. **University Library Committee** - There was no report.
8. **Undergraduate Scholarships and Awards Sub-committee** - There was no report.
9. **Computer Resources Committee** - There was no report.
10. **Board of Governors** - There was no report.
11. **Council of Graduate Studies** - There was no report.

**XIV Reports from Student Associations**

**1. C.A.S.A. Report**

K. Tsolakos reported that CASA has been successful in increasing on-campus recruiting. This year's recruiters include Monitor Consulting and Proctor & Gamble. She announced that the Marketing Student Association which will host their first annual sports marketing seminar November 6 and 7 has attracted approximately 60 students from across Canada. The distinguished speaker is Dick Pound, Vice-President of the Olympic organizing committee. She reported the success of the International Student weekend in Bromont and announced that November will be Commerce month at the Concordia bookstore featuring an outstanding line of Commerce sportswear. In conclusion, she reported that the Commerce Games teams, with the exception of the debate team, have been organized. Faculty members were asked to refer potential debate team members to CASA.

L.-P. Vezina reported that the promotion of the International Student Exchange Program will begin October 30. A flyer listing the four information sessions was distributed.

2. C.G.S.A. Report - There was nothing to report.

XV

New Business

1. Self-financing B.Comm. - for information

The Chair outlined the three-phase project which would be implemented by September 1997. He reported that there are 93 FTEs in the Faculty who are independent of government sponsored programs or exchange programs. During the first phase of the project, a marginal tuition fee increase would be applied. The second phase involves the implementation based on a positive feasibility study. The feasibility study would include the recruitment potential, the nature of programs and additional services required, marketing and promotion plans and the appropriate tuition fee to be charged. The last phase would consider the self-financing of graduate programs for international students. The self-financing plan would be guided by the principles of the Faculty mission which specify accessibility and service to the Montreal community.

The Chair noted that effective September 1996 McGill instituted a self-financing program for the MBA Program and the B. Comm. is expected to become self-financed by September 1997.

A discussion period ensued. The Chair confirmed that the B. Comm. program would be unchanged. The tuition would be collected by the Faculty and all costs would be borne by the Faculty. In accordance with the present University /Faculty agreement concerning revenue generating programs, 30% of the annual net profits would belong to the University. He explained that concern for the research implications of self-financed graduate programs was the reason the B. Comm. was the first selection for self-financing.

It was reported that the proposal has the full support of the Faculty Planning and Budget committee. One of the committee members stated that he understood that the revenue generated by the first phase would finance a thorough study of the market to ensure that programs would not be cannibalized in the process. Moreover, he stated that it had been agreed by the committee that dollar figures be deleted from the proposal.

With regard to foreign student enrolment statistics, it was confirmed that enrolments are recovering from a downward trend in Canadian Universities and the expectation of the potential growth market is realistic.

Given the agreement that the Faculty would channel 30% of net profit from revenue generating units, it was asked if the University would absorb 30% of losses incurred by the Faculty. The Chair confessed that he had found the University administration somewhat reticent when this issue was broached. He explained that the Faculty has a line of credit equal to the accumulated surpluses that have been generated by the Faculty. Consequently, each time the Faculty has a loss, the line of credit is reduced accordingly and each time there is a net profit, 70% of the net profit is added to the line of credit.

The Chair confirmed that housing and athletic facilities would be part of the package to be considered in the feasibility study.

The Chair agreed that the proposal reflects the direction of the Faculty in expanding revenue generating operations. He noted that although the proposed change was an administrative matter that does not require the sanction of Senate, it has been discussed with the Faculty Planning and Budget committee and shared with members of Council in the spirit of transparency to ensure that there is agreement with the direction the Faculty is taking. He agreed that a motion of support would be beneficial when the proposal is discussed within the University.

IT WAS MOVED BY V. V. BABA AND SECONDED BY C. BAYNE THAT FACULTY COUNCIL SUPPORT THE PROPOSAL FOR RECRUITING FOREIGN STUDENTS TO A SELF-FINANCING BACHELOR OF COMMERCE PROGRAM AS PRESENTED IN DOCUMENT CAFC-96-06A-02

It was agreed by the mover and the seconder that the document CAFC-96-06A-02 be amended to

delete the \$1,000,000 figure.

THE MOTION WAS CARRIED UNANIMOUSLY.

2. Inter-University Grade Conversion Table

T. Geha pointed out that Bishop's and HEC do not include the plus or minus in their grading system which may have a significantly negative effect on the students' GPA.

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY G. KANAAN THAT FACULTY COUNCIL ENDORSE THE ADOPTION OF THE INTER-UNIVERSITY GRADE CONVERSION TABLE AS PRESENTED IN DOCUMENT CAFC-96-06A-01.

T. J. Tomberlin explained that the table originally approved by CREPUQ has been approved by the School of Graduate Studies. This support was based on the increased need for students to take courses at other universities and the resulting demand that these grades be recorded on the student transcript which requires a conversion system. For the purpose of simplification the Registrar favoured the same system for both graduate and undergraduate grading systems.

It was pointed out that the McGill systems which equates a C to 55-59 would degrade the Concordia C which is equated to 60-69. It was also noted that the connotation of a C differed between the French and English universities. It was suggested that the grades from other universities be included on the transcript with the notation that the GPA is calculated only on grades earned at Concordia and standards may differ across universities.

It was remarked that the effect of the table would be identical for graduate and undergraduate student GPAs.

During the ensuing discussion it was generally agreed that the issue was extremely complex. It was suggested that problems be presented to CREPUQ for resolution. It was noted that the adoption of the table would change the traditional system of calculating the GPA on Concordia courses only. It was suggested that it may be advantageous to students on conditional standing to take courses at McGill to improve their opportunity for a higher GPA.

IT WAS MOVED BY R. J. OPPENHEIMER AND SECONDED BY P. REGIMBALD THAT THE ISSUE BE TABLED AND THAT THE MOVER OF THE MOTION TO APPROVE THE INTER-UNIVERSITY GRADE CONVERSION TABLE ASSEMBLE A SMALL GROUP TO DETERMINE THE MOST EQUITABLE MEANS OF RECORDING GRADES FROM OTHER QUEBEC UNIVERSITIES.

In response to the Chair's question as to the effect of tabling the issue T. J. Tomberlin stated that it would have a serious effect on the many graduate students who are enrolled in joint programs. He confirmed that the table could be adopted by Senate without input from the Faculty of Commerce and Administration.

THE MOVER AND THE SECONDER AGREED TO WITHDRAW THE MOTION TO TABLE.

It was confirmed that a grade of 90 at McGill would be an A rather than an A+ for a Concordia MBA student. It was pointed out that a C at the graduate level at UQAM or HEC would be an acceptable grade while a C is problematic at Concordia. It was explained that for joint graduate programs the proposal is the best solution derived by an inter-university committee. The concern about the negative effect of publicizing that a McGill grade of 55 equates to a C at Concordia at the undergraduate level was restated.

IT WAS MOVED BY V. BABA AND SECONDED BY C. BAYNE THAT THE MOTION BE AMENDED TO DIVIDE THE QUESTION IN TWO PARTS: 1) APPROVAL OF THE TABLE FOR GRADUATE PROGRAMS, 2) APPROVAL OF THE TABLE FOR UNDERGRADUATE PROGRAMS

The mover and the seconder agreed to the amendment.

THE QUESTION WAS CALLED FOR THE APPROVAL OF THE TABLE FOR GRADUATE GRADES.

THE MOTION WAS CARRIED - 12 in favour, 6- opposed, 0 abstentions recorded.

THE QUESTION WAS CALLED FOR APPROVAL OF THE TABLE FOR THE UNDERGRADUATE GRADES.

It was proposed that the grades from other institutions be excluded from the Concordia GPA unless the external course was taken due to unavailability of a required course at Concordia. It was explained that in spite of recent challenges to the University's policy, all grades, internal and external, are included in the cumulative GPA.

THE MOTION WAS DEFEATED - 5 in favour, 17 opposed, 0 abstentions recorded.

**XVI Other Business**

1. Report of the Faculty Planning and Budget Committee

On behalf of the committee R. A. Long described the origin, mandate and activities of the committee. He reported that fourteen meetings have taken place since the committee was struck seventeen months ago. The focus of the first two meetings was the 1995-96 provisional budget and the development of the Faculty of Commerce and Administration Planning and Priorities 1996 - 2000 document which included AACSB accreditation as a major priority. He noted that the data accumulated for the accreditation process provided an excellent base for the committee's future work. The committee's work is also guided by the input of the Faculty appraisals, the mission statement, University directives and the documented proposed future directions of the Faculty as presented by Dean Anvari during the 1995 process for selection of the Dean. He stated that the committee could confidently assure the AACSB team that the Faculty had a process in place for planning. He reported that the next step of the committee involves a review of the document presented to Senate with a view to producing a second report which would include definitive plans and strategies.

R. A. Long expressed frustration with the amount of turnover the committee had experienced. He advised that the other members of the committee are: Professors G. Kanaan and A. Satir, graduate student, I. Sinclair and staff member, Brian Hawker and explained that the committee recommended that the composition be revised to include the Associate Dean, Graduate Programs, Research and Program Evaluation.

2. Composition of the Faculty Planning and Budget Committee

IT WAS MOVED BY V. V. BABA AND SECONDED BY R. J. OPPENHEIMER THAT THE COMPOSITION OF THE FACULTY PLANNING AND BUDGET COMMITTEE BE REVISED TO INCLUDE THE ASSOCIATE DEAN, GRADUATE PROGRAMS, RESEARCH AND PROGRAM EVALUATION.

THE MOTION WAS CARRIED

It was reported that the International Business Committee has recommended that Concordia institute a \$500.00 Best Paper in International Business award for the 1997 ASAC conference. It was asked if the Faculty financially supported awards in all commerce disciplines. It was generally agreed that more information regarding ASAC awards be forwarded to the Faculty Council Steering committee for inclusion on the next agenda of Council.

IT WAS MOVED BY V. V. BABA AND SECONDED BY C. BAYNE THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

The next regular meeting of Faculty Council will take place on Friday, December 6, 1996 at 09:30 in room GM403-2.